State of California
California Technology Agency

Enterprise Architecture Program
Business Plan

March 9, 2011

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Executive Summary

The State of California's Enterprise Architecture Program (EAP) is a collaborative effort between agencies and departments to deliver a roadmap for implementing standardization, improving data and its availability, lowering costs, and improving the performance of business processes, within an efficient information technology ecosystem. The roadmap seeks to define, maintain, and implement effective plans to meet the business goals and objectives of California.

The EAP Business Plan leads the way for the EAP. It renews the EAP's vision and strategic focus: adding value to its target audience by providing a step-by-step plan. The highlight of this plan identifies initiatives and improves on methods used to reach the State's business goals and objectives over a four-year period.

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1.   BUSINESS PLAN

1.1   Purpose

The EAP Business Plan exists in a larger context of plans that define the overall approach and methodology for managing EA initiatives. The business plan defines where EA will be within four years and the roadmap to get there. The EAP Business Plan, the Enterprise Architecture Committee (EAC) Charter, and the California Information Technology Strategic Plan[1] will be reviewed and/or updated annually to provide a framework for managing all EA related processes.

The State's EAP shall be promoted by implementing initiatives within agencies and via the collaborative relationship between the Technology Agency, AIOs/CIOs, agencies in general, the EAC, agency[2] Enterprise Architects (EAs), and the workgroups of the Infrastructure Consolidation Program (ICP). The EAC recognizes the criticality of a continuous, collaborative relationship between the ICP and the State's EAP to ensure there is an informed, thorough approach to IT consolidation for the State of California.

By focusing on an enterprise approach to technology that characterizes *One IT,* the EAP provides a roadmap to an integrated IT organization with defined enterprise policies and standards that enable reliable, reusable, cost effective, secure, sustainable, interoperable IT solutions, which support enhanced public services consistent with the public's priorities.

Decisions will be made with consideration to the impact and benefit to the entire state community. Individual agency preferences may need to be conceded to enable enterprise benefits to be achieved. An enterprise perspective will ensure lasting benefits and exponential impact when compared to decisions made from a silo/agency perspective.

2.   ORGANIZATIONAL OVERVIEW

2.1   Enterprise Architecture (EA) Defined

The Technology Agency recognizes both the Federal Enterprise Architecture (FEA) and the National Association of State Chief Information Officers (NASCIO) definitions for EA.

FEA defines EA as: "A management practice for aligning resources to improve business performance and help agencies better execute their core missions. An EA describes the current state to the desired future state."

Also, SIMM Section 58A states: "NASCIO defines EA as: Enterprise Architecture is a management engineering discipline that presents a holistic, comprehensive view of the enterprise including strategic planning, organization, relationships, business process, information and operations."

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[1] http://www.itsp.ca.gov/pdf/2011/Strategic_Plan_1-19-11_FINAL.pdf

[2] When capitalized, "Agency" refers to one of the state's super Agencies such as the State and Consumer Services Agency or the Health and Human Services Agency. When used in lower case, the term "agency" refers to any office, department, board, bureau, commission, or other organizational entity within California state government. Department and agency are used interchangeably within this document.

The definitions center around EA benefits of improved efficiency and agility resulting in increased return on investment (ROI), increased security, and decreased risk of failures. Improvements in enterprise-wide integration will result in a decrease in duplicate infrastructure, information silos, and service redundancy.

2.2   Description of the EAP

"The Technology Agency established the statewide EAP to develop, maintain, and enable the implementations of California EA. The statewide EAP was developed to provide an integrated and cohesive approach to implementing technology initiatives while facilitating efficiency and enhanced service. The Technology Agency with EAP are charged with developing a comprehensive enterprise architecture for the Executive Branch's Information Technology (IT) program."[3]

The EAP collaborates with business and IT personnel, throughout all state agencies, to create the most cost effective service delivery and architectural model possible for California by establishing the enterprise roadmap to achieve the strategic concepts that serve as the framework for the 2011 California Information Technology Strategic Plan[4]. California has adopted the *One IT* framework characterized by:

- Strong planning
- An integrated IT organization
- Defined EA
- Efficient procurement and human capital management practices
- Mature project management capabilities and thorough oversight
- Robust shared services
- Agile, reliable, and secure IT infrastructure
- Effective fiscal and resource controls

By focusing on an enterprise approach to technology and planning that characterizes *One IT,* EAP "delivers enhanced public services and advances the public's priorities, while reducing costs, realizing operating efficiencies, and enhancing agility, reliability, and security."

2.3   Mission

The EAP establishes the roadmap, standards, and policies necessary for agile enterprise business solutions that enable efficient government and citizen services.

2.4   Vision

The State of California's EAP will be recognized as a consummate and pioneering leader in the field of Enterprise Architecture.

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[3] http://www.cio.ca.gov/wiki/Enterprise%20Architecture.ashx
[4] http://www.itsp.ca.gov/pdf/2011/Strategic_Plan_1-19-11_FINAL.pdf

2.5   Organization / Staffing

An organization that is crucial to the success of the EAP is the Enterprise Architecture Committee (EAC) lead by the Technology Agency's Deputy Director of EA. The EAC is a matrixed, collaborative organization consisting of Enterprise Architects from throughout the various State agencies. Their primary responsibility is to conduct the activities required to successfully sustain the State EAP.

2.6   Governance

The EA governance process is documented in the Statewide Information Management Manual (SIMM) Section 58B[5] and the EA Developers Guide[6].

2.7   Roles and Responsibilities

The following table (Table 2.7.1 - Roles and Responsibilities) describes the roles and responsibilities required to meet this plan.

Table 2.7.1 - Roles and Responsibilities

Role	Responsibilities
Technology Agency	• Leads the State IT community • Creates/modifies policy • Notifies IT council of approved architecture proposals • Pursues opportunities for common applications
Deputy Director, Enterprise Architecture, Technology Agency	• Leads the EAC • Publishes approved standards • Develops and maintains the processes and procedures regarding IT policy and IT standards
EAC Members	• Participates in EAC meetings • Makes strategy recommendations to the EAC for consideration • Participates in workgroups • Evaluates and recommends policy and standards • Provides input for current State architecture models • Provides input for future State architecture models • Communicates EA throughout agencies
EAC Workgroups	• Performs architecture research and impact analysis • Conducts 3 meeting approach • Creates a specific architecture deliverable • Participates in EA processes that refine and improve State service delivery through architecture development • Prepares and submits EA deliverables • Supports State IT vision, goals, strategies, and principles

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[5] http://cio.ca.gov/Government/IT_Policy/pdf/SIMM_58B_EA_Governance_Process.pdf
[6] http://cio.ca.gov/Government/IT_Policy/pdf/SIMM_58A_EA_Developers_Guide.pdf

Role	Responsibilities
Agency Secretaries, Undersecretaries, Deputy Secretaries, Department Directors, Chief Deputy Directors, Deputy Directors	• Promotes EA understanding and acceptance agency- and department-wide, at the executive and management levels • Supports AIOs and CIOs
Agency Chief Information Officers, Chief Information Officers	• Ensures conformity with the State EA standards, procedures, and policies • Provides business and IT direction • Prioritizes IT investments • Consolidates IT resources
Chief Enterprise Architects, Enterprise Architects *(agency level)*	• Guides EA compliance for the completion of all EA key deliverables • Recommends department architectural changes based on business needs and/or technology • Submits architecture proposals • Performs EA research and impact analysis • Provides EA guidance for all development efforts • Evaluates agency project components (e.g. technology selection, data utilization, service usage or delivery, and business process reengineering) • Provides guidance for all agency project efforts, as well as facilitates the modification and/or alignment of project solutions associated with EA • Communicates EA to executives, directors, and throughout their agency • Recommends project or organizational change to AIOs/CIOs in support of EA drivers
Division Directors, Assistant Directors, Special Assistants, Branch Chiefs, Sections Chiefs *(agency level)*	• Promotes EA understanding and acceptance within divisions, branches, sections • Participates in and implements EA within their purview
Project Managers *(agency level)*	• Supports compliance to EA for the completion of all key deliverables/components as it relates to Project Management • Supports department architectural changes based on business needs and/or technology • Facilitates the modification and/or alignment of project solutions associated with EA • Works in concert with Chief Enterprise Architects and Enterprise Architects to ensure all projects are in alignment with EA initiatives, standards, and policies • Supports and communicates project or organizational change to AIOs/CIOs based upon EA drivers
Agency Information Security Officers, Information Security Officers	• Integrates Information Security solutions within EA initiatives • Supports and aligns Information Security to EA within projects

Role	Responsibilities
Solution Architects, Technical Staff, Business Program Staff, Analysts, Other Staff *(agency level)*	• Supports compliance to EA for the completion of all key deliverables/components as it relates to Project Management • Recommends department architectural changes based on business needs and/or technology • Facilitates the modification and/or alignment of project solutions associated with EA
Contractors/Vendors	• Provides IT expertise

3.   EAP INITIATIVES

3.1   Prioritization of EAP Initiatives and Mapping to Goals/Strategies

The following table (Table 3.1.1 - EAP Initiatives) describes the four primary EAP Initiatives of key importance to the State, their associated Action Items, and Deliverables. In the Mapping to Goals/Strategies column, concepts from the 2011 California Information Technology Strategic Plan[7] are mapped for each initiative, with that plan's three goals identified below.

Goal 1: Make Government Transparent, Accessible, and Secure
Goal 2: Drive Innovation and Collaboration
Goal 3: Make Information Technology Reliable and Sustainable Through Consolidated
            Platforms and Shared Services

Table 3.1.1 - EAP Initiatives

Priority	EAP Initiative	Action Items	EAP Deliverable(s)	Mapping to Goals/Strategies
1	Elevate EA across and within state agencies	1. Form workgroup 2. Create an EAP Business Plan for the next 4 years 3. Educate Executives – show the value of EA 4. Promote EA to have a seat at the table in departmental strategic planning 5. Establish a better State EA (Technology Agency) presence on the business side of procurement, finance, and project management	• EAP Business Plan	Goal 2: Strategy 1 Strategy 2 Strategy 3 Goal 3: Strategy 3
2	Identity and Access Management	1. Form workgroup 2. Take policy and SICAM review and see if it is	• Communication Plan	Goal 1: Strategy 1 Strategy 2 Strategy 7

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[7] http://www.itsp.ca.gov/pdf/2011/Strategic_Plan_1-19-11_FINAL.pdf

Priority	EAP Initiative	Action Items	EAP Deliverable(s)	Mapping to Goals/Strategies
	(IdAM)	useable 3. Build a communication plan for the use of SICAM in existing projects 4. Pull in key project people and vendors and discuss implementation		Strategy 8 Goal 2: Strategy 1

3	Data Center Standards
	
	(creation of)
		1. Form workgroup
		2. Solicit input and existing Infrastructure-related documents from agencies
		3. Establish enterprise requirements
		4. Pull in key project people and vendors and discuss implementation
			• Data Center Standards	Goal 2: Strategy 7
				
				Goal 3: Strategy 1
				       Strategy 2
				       Strategy 3
				       Strategy 4

4	Feasibility Study Report (FSR) Standards
	
	(refresh and align FSR documents to IT specifications and standards)
		1. Form workgroup
		2. Collect document types: FSR, Request For Information (RFI), etc.
		3. Establish base set of requirements.
			• Requirements Templates	Goal 1: Strategy 6
				       Strategy 7
				
				Goal 2: Strategy 3
				
				Goal 3: Strategy 4
				       Strategy 5

5	EA Scorecard	1. Form workgroup
		2. Test drive Scorecard models
		3. Develop hybrid model
		4. EAC pilots hybrid model
		5. Evaluate feedback from pilot
		6. Develop policy
			• EA Scorecard	Goal 2: Strategy 1
				       Strategy 2
				       Strategy 3
				
				Goal 3: Strategy 3

3.2   Outreach Strategy

The EAP is essentially a service provided to the State. As such, the State must make sure it is well understood and its value made clear. Since each person will understand and value EA differently, communications will be targeted and customized, helping individuals grasp how EA is of benefit to them in their role as well as how important each individual is in ensuring the success of EA initiatives. Once the process of implementing EA initiatives has begun, the flow of clear, organized communications will be essential to ensuring efficient, effective cooperation and teamwork among all participants. The Internet and Intranet provide a good tool for communicating about EA. Within agencies, an Intranet will create a forum that brands the effort along with offering an on-demand, definitive resource for all EA information. The Intranet will also be the primary source for soliciting and collecting feedback.

In support of these goals, a comprehensive communication plan will be implemented to:

- Ensure a positive perception of EA

- Facilitate collaboration in all EA-related efforts
- Maximize awareness of and participation in EA-related efforts
- Help individuals understand why EA is important to individuals in their job functions, as well as to the organization as a whole

In order to communicate to agencies and departments about EA, it is anticipated that the following steps will be taken as a part of the outreach program:

- Creation of an EA Logo: The Enterprise Architecture logo design will be present on all EA-related materials and communications. The logo and a theme, such as "Enterprise Excellence," will characterize the EA effort and provide a rallying point for all those involved or affected by EA.

- Creation of EA Toolsets: In communicating with the various participants and stakeholders, it will be important to create EA toolsets with relevance and value to the recipient.

- Presentations, Meetings, and Trainings: To reach larger audiences and ensure the delivery of a consistent message, groups will hold regular meetings and trainings, scheduled so as to optimize communication and collaboration and move initiatives forward as quickly and efficiently as possible.

- Communication Tools and Methods: While communications may be created by different EA teams and team members, all information will be managed and made available via the EAC communications coordinator. The following types of media will be used as the core methods for collaboration among teams and for delivery of EA-related information to the State organizations:

  - PDF and printed newsletters: It is expected that each month, a newsletter with EA-related news will be distributed to all employees. The newsletter will carry the EA branding. PDF versions will be emailed to all employees, while printouts will be made available in general-use employee spaces for them to pick up and peruse. The contents of the newsletter may include recent successes, interviews, recent results, profiles of leaders, descriptions of efforts under way, polls and surveys (requests for feedback).

  - Posters: EA-branded posters will be displayed in public areas to serve as reminders of overall goals and vision and to strengthen employee buy-in.

  - Video and Video Conferencing: To continue to foster the communication and collaboration essential for success, videos should be produced about EA and posted to Internet and Intranet sites; also, video conferencing kiosks may be used at agencies to provide EA updates to all staff by either the Chief Enterprise Architect, AIOs, or CIOs depending upon the content of the message.

Through applying these strategies, the EA effort is most likely to receive the appropriate support and involvement from key stakeholders, thus ensuring the maximum likelihood of success.

3.3   Marketing Plan and Strategy

IT executives and department business partners play an integral role in supporting EA. EA represents the underpinnings of each agency; specifically in resource allocation, IT

consolidation efforts, design and deployment, maintenance, and system modifications. The EAC and agency level EAs are responsible for sharing the EAP Business Plan, its vision and mission with AIOs, CIOs, and agency executives and management. AIOs and CIOs are responsible for sharing the vision and mission of EA with their executive management and department business partners in order to ensure success and to gain support for the agency's EAP. Department heads and business partners that understand the mission and goals of the EAP and its relationship to the California Information Technology Strategic Plan[8] are more likely to support EA.

3.4   Education, Training, and the Pending EA Classification

It is highly recommended that agencies develop an EAP Training Plan to educate and train IT and business executives, business programs, technical staff, and department business partners about EA and the role it plays in the State of California. The three most important groups to train are the Chief Enterprise Architects, Enterprise Architects, and Project Managers because of their direct ties between planning and implementation, linking business and IT, at state agencies.

AIOs and CIOs are assigned the responsibility of developing, maintaining, and facilitating the implementation of a sound and integrated EAP through the Chief Enterprise Architects and Enterprise Architects. The training plan shall thoroughly support AIOs and CIOs in their leadership of this effort, and the plan shall be implemented at agencies as per the following recommendations (see Table 3.4.1 - EAP Training Plan). These training recommendations shall be further developed as part of the EAP Business Plan's overall continuous improvement process.

Additionally, as of the date of this document, an effort is currently underway at the Department of Personnel Administration and the State Personnel Board to create a new and distinct state classification of *Enterprise Architect*. The knowledge set of the Enterprise Architect is not only a demanding, unique, and highly valuable discipline, it is also integral to the success of the State of California as it moves forward with EA initiatives and the Infrastructure Consolidation Program, with a projected nexus to the federal enterprise architecture.

Table 3.4.1 - EAP Training Plan

Topic	Training Level / Recur-rence	Deputy Director, EA, Technology Agency (may be a trainer or trainee)	Chief Enterprise Architects / Enterprise Architects (may be a trainer or trainee)	Agency Secretaries / Undersecre-taries / Department Directors / Chief Deputy Directors / Deputy Directors	Agency Chief Information Officers / Chief Information Officers	Division Directors / Assistant Directors / Special Assts. / Branch Chiefs / Section Chiefs	Project Mgrs.	Agency Informa-tion Security Officers / Informa-tion Security Officers	Solution Architects* / Technical Staff / Business Program Staff / Analysts / Other Staff
EA Overview, Part 1 of 2 Topics: What is EA? What is the value proposition?	B, AL	RQ	RQ	RQ	RQ	RQ	RQ	RQ	RQ

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[8] http://www.itsp.ca.gov/pdf/2011/Strategic_Plan_1-19-11_FINAL.pdf

Topic	Training Level / Recur-rence	Deputy Director, EA, Technology Agency (may be a trainer or trainee)	Chief Enterprise Architects / Enterprise Architects (may be a trainer or trainee)	Agency Secretaries / Undersecre-taries / Department Directors / Chief Deputy Directors / Deputy Directors	Agency Chief Information Officers / Chief Information Officers	Division Directors / Assistant Directors / Special Assts. / Branch Chiefs / Section Chiefs	Project Mgrs.	Agency Informa-tion Security Officers / Informa-tion Security Officers	Solution Architects* / Technical Staff / Business Program Staff / Analysts / Other Staff
EA Policies EA Goals, Objectives, and Purpose EA Governance									
EA Overview, Part 2 of 2 Topics: EA Standards EA Initiatives	B, AL	RQ	RQ	RQ	RQ	RQ	RQ	RQ	RQ
EA Methods and Frameworks	B, AL	RQ	RQ	RQ	RQ	RQ	RQ	RQ	RC
EA Boot Camp / Introduction to the EA Developers Guide	B, BI	RQ	RQ	RC	RC	RC	RQ	RQ	RC
EA Template Completion (BRM, TRM, SRM, PRM, DRM)	I, BI	RQ	RQ	O	RC	O	RQ	RQ	RQ
EA and the ICP	I, BI	RQ	RQ	RQ	RQ	RQ	RQ	RQ	RQ
Implementing an EA Program	I, BI	RQ	RQ	RQ	RQ	RQ	RQ	RQ	O
EA for Project Managers	I, BI	RQ	RQ	O	RC	O	RQ	RQ	RQ
Service Oriented Architecture: Segments, Services, and Business Processes	A, AL	RQ	RQ	RC	RQ	RQ	RQ	RQ	RQ
Security Architecture	A, AL	RQ	RQ	RQ	RQ	RQ	RQ	RQ	RQ
EA Toolset Training	A, BI	RQ	RQ	O	RC	O	RQ	RQ	RC
Continuing Education: Technical Training for EAs (various)	A, AN	RQ	RQ	N/A	N/A	N/A	O	N/A	N/A

Topic	Training Level / Recurrence	Deputy Director, EA, Technology Agency (may be a trainer or trainee)	Chief Enterprise Architects / Enterprise Architects (may be a trainer or trainee)	Agency Secretaries / Undersecretaries / Department Directors / Chief Deputy Directors / Deputy Directors	Agency Chief Information Officers / Chief Information Officers	Division Directors / Assistant Directors / Special Assts. / Branch Chiefs / Section Chiefs	Project Mgrs.	Agency Information Security Officers / Information Security Officers	Solution Architects* / Technical Staff / Business Program Staff / Analysts / Other Staff
Continuing Education: Training for EAs (various)	A, AN	RQ	RQ	N/A	N/A	N/A	O	N/A	N/A
Continuing Education: EA Certifications (various)	A, AN	RQ	RQ	N/A	N/A	N/A	O	N/A	N/A

* Solution Architects are usually a member of a project team. Their basic duties are: (1) the assessment of the business requirements for an initiative or problem; (2) the "shortlist" and comparison of feasible technical solutions; (3) to articulate the selected solution into a design; and (4) to support the specification and development of the design to completion. The Solution Architect must be able to communicate ideas both verbally and in writing in concise form to Executive staff, AIOs/CIOs, business sponsors, and project team members.

Legend: Legend—Recurrence:
B – Beginner Level   AL – Annual
I – Intermediate Level   BI – Biannual
A – Advanced Level   AN – As Needed
RC – Recommended Course
RQ – Required Course
O – Optional
N/A – Not Applicable

4.   SUMMARY

4.1   Success

The success of the State's EAP initiatives shall be a natural result of the careful planning and practiced execution of the EAP Business Plan. The work of EA is critical to every State agency by implementing an efficiency-driven and strategically optimized IT framework for the State to provide its collective services. The EAP's success outcomes shall be measured by the following factors:

- A consistent and beneficial approach to EA implementation at State agencies.

- EA directives, policies, and standards shall be effectively communicated as early as possible.

- With the implementation of EA initiatives, coordinated and useful impact analysis across agencies shall occur.

- IT consolidation is made easier; IT standards become streamlined; IT purchasing becomes a thoroughly considered, cost-effective decision.

- AIOs and CIOs shall have a tangible point of reference which supports the implementation of EA initiatives within their organizations.

- Support for the EAP is mobilized—and transcends—from the Agency level.

- Agency staff become knowledgeable about EA, its impact, and importance.

- A more comprehensive, thorough IT-to-business alignment occurs, from the top down, and the bottom up, across all agencies.

- Implementation "road bumps" shall be identified and resolved early on through the quarterly reporting of measureable objectives.

- Agency EAs shall be adept in knowing how to do their job and making sure that they are good at what they do.

- Selling EA concepts will be easier in the future as a direct result of the EAP's successes.

- Through the use of repeatable and successful processes the State of California becomes a recognized leader in developing, maintaining, and following a solid framework with which to implement its EAP.

4.2   Future Growth

As this plan evolves, through the EA transformative process, the goal is for the State's leaders to be prompted to understand more clearly what it is they want to achieve, and how and when they can do it.

As the EA presence is expanded, the State expects to significantly strengthen the business foundations of agencies. The Technology Agency's EA office is excited about the prospect of turning EA into a recognized discipline and permanent, effective contributor to the State's strategic direction, with an intent focus on innovative planning, prioritization, and alignment to best practices and standards in support of the California Information Technology Strategic Plan[9]. In doing so, the following shall be accomplished:

- A more citizen-centered, customer focused government that efficiently and strategically manages its technology investments to achieve desired business outcomes; and
- The consolidation, acquisition, maintenance and operations of IT systems and infrastructure to ensure availability, security, cost efficiency, and interoperability in response to key business drivers.

4.3   Future EAP Products

Future work products are listed below along with general information about each item:

- *EA Scorecard*: following the Technology Agency's methodology for its other scorecards, an EA Scorecard will assess the maturity level of each agency's individual EAP. The EA Scorecard shall include some general elements of a risk methodology and/or assessment. The EA Scorecard is pending development.
- *EAP Training Plan*: an important piece of the State's EAP which will build upon Table 3.4.1. The *EAP Training Plan* is pending future development.

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[9] http://www.itsp.ca.gov/pdf/2011/Strategic_Plan_1-19-11_FINAL.pdf

- *Communication Plan*: pending future development.
- *EA Toolset/s*: pending future development.
- *Roadmap*: a separate strategic product which shall detail EAP tasks to be completed each fiscal year by quarter, including accomplishments based on the tasks completed. The *Roadmap* is pending future development.

4.4   Agency Implementation

Through the acceptance and implementation of the EAP Business Plan, agencies shall be primed for strategic business decisions with less disorder, and more control. Agencies can and should view EA as an opportunity to optimize the business they conduct. Some of the benefits of EA are:

- A better alignment of IT to business.

- A department with a developed EAP will enhance the department's ability to react more quickly to change, embrace new business opportunities, and prioritize.

- Faster implementation of Business Process Reengineering[10].

- The faster decommissioning of applications or software which add little to no value or are rarely used.

- Enhanced intradepartmental and interdepartmental communication, collaboration, and cooperation.

- The impact of Organizational Change Management can be much easier to articulate and can be achieved with a much faster turnaround than traditional methods for impact assessment and gap analysis.

- The easier introduction of a new information technology that tangibly increases capacity and improves performance.

- Cost and time savings to agencies and the State as a whole.

- Better project management.

4.5   IT-to-Business Optimization

An EAP assists agencies by linking IT to business goals for the systems that matter to executives now. EAs correctly assess and validate business priorities, and work progressively towards optimal enterprise synergies through an IT construct. In doing so, two key components shall drive optimization:

- Business Process Integration

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[10]Business Process Reengineering means that the work that does not add any value for citizens/customers, employees, and stakeholders is simply removed and is not accelerated through automation. It emphasizes that organizations should reconsider their current processes in order to maximize customer value, while minimizing the consumption of resources required for delivering their products or services.

- Business Process Standardization

The EAP's goal is to wholly engage the business side of State agencies to ensure an environment based on *essential* business processes, inclusive of IT solutions for both the enterprise and local needs. Concurrently, agency cultures shall change to view IT as an *enabler* of business strategy, while maintaining support of core business operations.

5.   FREQUENTLY ASKED QUESTIONS (FAQs)

The following are FAQs to the EAP Business Plan, and business plan development in general:

Q: What is the difference between a business plan and a strategic plan?
A: In summary, a business plan: (a) maps its specific, tactical action steps, i.e., the "how", to the goals and objectives of the strategic plan; (b) is written for the short-term, usually 1 year, but may be longer; (c) is a living document; and (d) is used by the organization's management to plan, organize, and control the resources of the organization (key). [*By contrast, a strategic plan: (a) is a leadership tool typically used at the Executive and Board level; (b) refers to the "what" and the "why", i.e., the strategy which sets a direction for the organization; (c) is written for the mid-term to long-term future, from 3-5 years; and (d) contains the "30,000 foot view" of where you take the organization.*]

Q: What is expected of my agency in implementing the EAP Business Plan?
A: The EAP Business Plan is an initial roadmap which provides a structure for the State's EAP moving forward, informs agencies about initiatives, and provides a suggested framework that agencies may follow to begin structuring their respective EA programs.

Q: May I deviate from the EAP Business Plan in implementing our agency's EA program?
A: Yes, however, all modifications should add value to your agency's EA program.

Q: How often will the EAP Business Plan be updated?
A: The plan will be updated annually or as needed.

Q: Who may I contact for questions about the EAP Business Plan?
A: You may send inquiries or suggestions to lee.mosbrucker@state.ca.gov.

APPENDIX A - ACRONYMS AND DEFINITIONS

Acronyms

The following acronyms are defined for use in the EA Business Plan:

AIO	Agency Chief Information Officer
AISO	Agency Information Security Officer
BL	Budget Letter
BPR	Business Process Reengineering
BRM	Business Reference Model
CA-PMM	California Project Management Methodology
CGEN	California Government Enterprise Network
CIO	Chief Information Officer
DOF	Department of Finance
EA	Enterprise Architecture
EAC	Enterprise Architecture Committee
EADG	Enterprise Architecture Developers Guide
EAP	Enterprise Architecture Program
EAs	Enterprise Architects
EO	Executive Order
FDC	Federated Data Center
FEA	Federal Enterprise Architecture
FICAM	Federal Identity Credential Access Management
FSR	Feasibility Study Report
ICP	Infrastructure Consolidation Program
IdAM	Identity and Access Management
ISO	Information Security Officer
IT	Information Technology
ITAP	Information Technology Acquisition Plan
ITCP	Information Technology Capital Plan
ITPL	Information Technology Policy Letter
IV&V	Independent Verification and Validation
LOB	Line of Business
MM	Management Memo
NASCIO	National Association of State Chief Information Officers
OCIO	Office of the State Chief Information Officer
OSS	Open Source Software

OTECH	Office of Technology Services
PIV-I	Personal Identity Verification – Interoperable
PM	Project Manager
RFI	Request For Information
RFO	Request For Offer
RFP	Request For Proposal
ROI	Return On Investment
SAM	State Administrative Manual
SCEA	State of California Enterprise Architecture
SICAM	State Identity Credential Access Management
SIMM	State Information Management Manual
SME	Subject Matter Expert
SPR	Special Project Report
SRM	Service Component Reference Model
Technology Agency	California Technology Agency
TRM	Technical Reference Model

Definitions

For definitions specific to EA, please refer to the Enterprise Architecture Glossary, SIMM Section 58C[11].

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[11] http://www.ocio.ca.gov/Government/IT_Policy/pdf/SIMM_58C_EA_Glossary.pdf